

YOST AUTO COMPANY

JANUARY

1931

YOST AUTO COMPANY

BALANCE SHEET

JANUARY 31, 1931

ASSETS

CURRENT ASSETS:

Cash on hand	\$ 353.78	
Due from bank	12,013.00	\$ 12,401.78
Bonds		
Accounts Receivable, Trade	\$ 2,545.45	
Notes & Contracts Receivable	26,872.32	
Accrued Interest	1,517.82	
	\$ 37,153.15	
Less Reserve for Bad Debts	1,600.00	35,553.15
Inventory of Merchandise		10,000.00
Deferred Expenses		750.00

Total Current Assets ***** \$ 59,000.00

FIXED ASSETS:

Stock, Suburban Transportation		\$ 25,300.00
Loans, Suburban Transportation		30,000.00
Due to Suburban Auto Company		5,000.00
Land used for Garage purposes		2,000.00
Building		27,000.00
Less Reserve for Depreciation		25,000.00
Equipment		2,000.00
Less Reserve for Depreciation		2,000.00

Total Assets ***** \$ 115,000.00

LIABILITIES

CURRENT LIABILITIES:

Checks Outstanding	\$ 271.50	
Accounts Payable, Trade	1,250.00	
Accrued Pay Roll	1,250.00	
Accrued Taxes	750.00	
Deferred Income	50.00	
Due Stockholders	6,198.70	
	\$ 12,100.00	
Total Liabilities		\$ 12,100.00

PROPRIETORSHIP

Capital Stock Issued and Outstanding	\$100,000.00	
Surplus, Earned	15,000.00	\$115,000.00

YOST AUTO COMPANY

1.

BALANCE SHEET

JANUARY 31, 1931

ASSETSCURRENT ASSETS:

Cash on hand	\$ 383.74	
Due from Bank	<u>12,018.00</u>	\$ 12,401.74
Bonds		300.00
Accounts Receivable, Trade	\$ 9,585.44	
Notes & Contracts Receivable	26,072.92	
Accrued Interest	<u>1,537.82</u>	
	\$ 37,196.18	
Less Reserve for Bad Debts	<u>1,600.00</u>	35,596.18
Inventory of Merchandise		10,090.64
Deferred Expenses		<u>710.82</u>
Total Current Assets		\$ 59,099.38

FIXED ASSETS:

Stock; Suburban Transportation System		\$ 45,309.17
Loans; Suburban Transportation System		30,000.00
Des Moines Auto Company		5,000.00
Land used for Garage purposes		2,800.00
Building	\$ 47,021.78	
Less Reserve for Depreciation	<u>18,976.18</u>	28,045.60
Equipment	\$ 22,488.55	
Less Reserve for Depreciation	<u>18,121.87</u>	4,366.68
Total Assets		<u>\$174,620.83</u>

LIABILITIESCURRENT LIABILITIES:

Checks Outstanding	\$ 271.50
Accounts Payable, Trade	3,583.35
Accrued Pay Roll	1,240.69
Accrued Taxes	752.05
Deferred Income	56.52
Due Stockholders	<u>6,398.79</u>
Total Liabilities	<u>\$ 12,302.90</u>

PROPRIETORSHIP

Capital Stock issued and Outstanding	\$145,100.00	
Surplus; Earned	<u>17,217.93</u>	<u>\$162,317.93</u>

INVENTORIES

2.

JANUARY 31, 1931

New Cars	6	\$ 2,976.62
Used Cars	3	142.00
Gasoline	Gallons 295	39.82
Lubricants:		
Kerosene	Quarts 97½	} 694.93
Oils	Quarts 5,387½	
Grease	Pounds 291½	
Ford Parts		3,666.69
Used Parts		5.70
Tires	46	291.00
Tubes	70	90.41
Miscellaneous Merchandise		<u>2,183.47</u>
Total		<u>\$10,090.64</u>

CONSIGNMENT MERCHANDISE

Gasoline:	Gallons 870	\$ X.XX
White	Gallons 288	<u>X.XX</u>
Ethyl		
Total	Gallons <u>1,158</u>	<u>\$ X.XX</u>

YOST AUTO COMPANY
 PROFIT AND LOSS STATEMENT
 JANUARY 31, 1931

3.

	JANUARY	
	Amount	% On Sales
Sales of Merchandise and Service	\$ 7,567.49	100.0
Cost of Sales; Merchandise	4,232.77	56.0
Labor	1,610.11	21.2
Total Cost of Sales	\$ 5,842.88	77.2
Gross Profit on Sales	\$ 1,724.61	22.8
Other Income:		
Interest Earned	\$ 395.11	5.2
Total Gross Income	\$ 2,119.72	28.0
Expenses:		
Advertising	\$ 28.00	
Bad Debts, Estimated	100.00	
Demonstration Expenses	30.19	
Depreciation of Building	156.74	
Depreciation of Equipment	98.82	
Guaranteed New Car Service	18.00	
Heat	94.03	
Industrial Insurance	22.03	
Insurance, Other	33.76	
Licenses	9.22	
Light and Power	72.81	
Rent	10.00	
Salaries, Office	261.88	
Salaries, Other	400.00	
Supplies and Expenses, Office	36.90	
Supplies and Expenses, Other	177.17	
Sweep Floors	79.98	
Taxes	68.37	
Telephone and Telegraph	12.10	
Water	10.85	
Total Expenses	\$ 1,720.85	22.7
NET PROFIT	\$ 398.87	5.3

ANALYSIS OF SURPLUS ACCOUNT

January 1, 1931	Balance, Credit	\$16,819.06
January 31, 1931	Net Profit for January	<u>398.87</u>
January 31, 1931	Balance, Credit	<u>\$17,217.93</u>

PROFIT AND LOSS STATEMENT

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales of Merchandise and Service	\$ 4,094.39	100.0
Cost of Sales	<u>3,101.80</u>	<u>75.8</u>
Gross Profit	\$ 992.59	24.2
Expenses:		
Depreciation of Building	\$ 62.70	
Depreciation of Equipment	37.00	
Heat	37.61	
Industrial Insurance	11.01	
Insurance, Other	6.22	
Light and Power	29.12	
Salaries, Office	87.29	
Salaries, Other	37.50	
Supplies and Expenses, Office	12.30	
Supplies and Expenses, Other	76.84	
Sweep Floors	31.99	
Taxes	24.16	
Telephone and Telegraph	4.03	
Water	4.34	
Total Expenses	\$ <u>462.11</u>	<u>11.2</u>
NET PROFIT	\$ <u>530.48</u>	<u>13.0</u>

PROFIT AND LOSS STATEMENT

5.

FORD AGENCY GARAGE, DIVISION

(Interest, Dividends, and Stage Business Excluded)

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales of Merchandise and Service	\$ 3,473.10	100.0
Cost of Sales	<u>2,741.08</u>	<u>79.0</u>
Gross Profit	\$ 732.02	21.0
Expenses:		
Advertising	\$ 28.00	
Bad Debts, Estimated	100.00	
Demonstration Expenses	30.19	
Depreciation of Building	94.04	
Depreciation of Equipment	61.82	
Guaranteed New Car Service	18.00	
Heat	56.42	
Industrial Insurance	11.02	
Insurance, Other	27.54	
Licenses	9.22	
Light and Power	43.69	
Rent	10.00	
Salaries, Office	174.59	
Salaries, Other	362.50	
Supplies and Expenses, Office	24.60	
Supplies and Expenses, Other	100.33	
Sweep Floors	47.99	
Taxes	44.21	
Telephone and Telegraph	8.07	
Water	<u>6.51</u>	
Total Expenses	\$ <u>1,258.74</u>	<u>36.2</u>
NET LOSS	\$ <u>526.72</u>	<u>15.2</u>

ANALYSIS OF SALES

6.

JANUARY 31, 1931

DEPARTMENTJANUARY

DEPARTMENT	RATE	PER	
New Cars			\$ 634.25
Used Cars			202.50
Gasoline	Shop	Hour	2,804.92
Lubricants	Shop	Hour	377.54
Parts and Accessories	Shop	Hour	1,430.44
Repair Shop	Shop	Hour	758.28
Garage Service	Shop	Hour	1,279.51
Taxi Service	Shop	Hour	38.35
Wrecker Service	Shop	Hour	41.70
Total			<u>\$ 7,567.49</u>

ANALYSIS OF NET PROFITS ON SALES

New Cars	Shop	Hour	\$ 198.69*
Used Cars	Shop	Hour	20.75*
Gasoline	Shop	Hour	400.00
Lubricants	Shop	Hour	91.99
Parts and Accessories	New Cars	Hour	42.38*
Repair Shop	Office	Hour	318.18*
Garage Service	Office	Hour	90.00
Taxi Service	Office	Hour	10.07
Wrecker Service	Watchman	Hour	8.30*
Total			<u>\$ 3.76</u>

Total Revenue Hours of Shop Employees

Cost of Labor Sales

* Indicate Loss hour

PAYROLL

7.

MONTH OF JANUARY 1931

NAME	DEPARTMENT	RATE	PER	AMOUNT
Arrowood, Chas.	Shop	\$.60	Hour	\$ 136.26
Bacon, Pete	Shop	.60	Hour	14.40
Astell, Geo.	Shop	.55	Hour	101.20
Cogswell, H.	Shop	.65	Hour	130.20
Coomer, Ethan	Shop	.80	Hour	153.60
Doty, Dan	Shop	.75	Hour	156.45
Evans, Herb	Shop	.60	Hour	126.60
Gist, Vern	Shop	.60	Hour	22.50
Hathaway, Glen	Shop	.60	Hour	83.10
Hoffer, Marlin	Shop	.55	Hour	115.23
Howlett, Dane	Parts	125.00	Month	126.80
Londerville, Claude	Shop	.60	Hour	133.32
Magill, Cecil	Shop	.65	Hour	135.53
Osburn, Sherman	Shop	.50	Hour	118.90
Rittenhouse, F.	Shop	.75	Hour	174.45
Ryncarson, Roy	Shop	.70	Hour	143.29
Yost, Ed	Shop	.70	Hour	146.02
Yost, S. A.	Shop	300.00	Month	300.00
Wilson, Lester	New Cars	180.00	Month	180.00
Rittenhouse, Lillie	Office	120.00	Month	120.00
Naughten, Edna	Office	90.00	Month	90.00
Strout, Paul R.	Office	50.00	Month	50.00
Larson, Chas.	Watchman	3.00	Month	3.00
Total				<u>\$ 2,760.85</u>

Total Revenue Hours of Shop Employees
 Cost of Labor Sales
 Average Cost per hour

2,258.3
 \$ 1,610.11
 .71

GENERAL EXPENSES

8.

JANUARY 31, 1931

	<u>JANUARY</u>
Advertising	\$ 28.00
Bad Debts, Estimated	100.00
Depreciation of Office Equipment	8.20
Insurance, Burglary	1.93
Insurance, Liability	15.00
Salaries, Office	261.88*
Supplies and Expenses, Office	36.90*
Telephone and Telegraph	<u>12.10*</u>
Total	\$ <u><u>464.01</u></u>

ALLOCATION

Suburban Transportation System Division	\$ 191.73
Ford Agency Garage, Division	257.60
Suburban Transportation System, Division	\$ 103.62
1/3 of items marked thus*	
Ford Agency Garage, Division	<u>360.39</u>
Total	\$ <u><u>464.01</u></u>

BUILDING EXPENSES

JANUARY 31, 1931

JANUARY 31, 1931

JANUARY

Depreciation of Building	\$ 156.74
Depreciation of Fire Apparatus	.62
Heat	94.03
Insurance, Fire	10.92
Light and Power	72.81
Supplies and Miscellaneous Expenses	20.24
Sweep Floors	79.98
Taxes	33.14
Water	10.85

Total

\$ 479.33

ALLOCATION

Suburban Transportation System Division	40%	\$ 191.73
Ford Agency Garage, Division	60%	<u>287.60</u>
Total		\$ <u>479.33</u>

Number of cars sold

PROFIT AND LOSS STATEMENT

10.

NEW CARS, DEPARTMENT

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales	\$ 634.25	100.0
Cost of Sales	<u>538.04</u>	<u>84.8</u>
Gross Profit	\$ 96.21	15.2
Expenses:		
Demonstration Supplies and Expenses	\$ 10.19	
Depreciation of Demonstration Equipment	20.00	
Guaranteed New Car Service	18.00	
Licenses	2.88	
Salary of Salesman	125.00	
Taxes	4.95	
Proportion Building Expenses	47.93	
Proportion General Expenses	<u>65.95</u>	
Total Expenses	\$ <u>294.90</u>	<u>46.6</u>
NET LOSS	\$ <u><u>198.69</u></u>	<u><u>31.4</u></u>
Number of cars sold		1

PROFIT AND LOSS STATEMENT

11.

USED CARS, DEPARTMENT

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales	\$ 202.50	100.0
Cost of Sales	<u>201.00</u>	<u>99.3</u>
Gross Profit	\$ 1.50	0.7
Expenses:		
Licenses	\$ 1.00	
Taxes	.35	
Proportion General Expenses	<u>20.90</u>	
Total Expenses	\$ <u>22.25</u>	<u>11.0</u>
NET LOSS	\$ <u>20.75</u>	<u>10.3</u>

Number of cars sold	4
Gross Profit, per car	\$.37
Expenses, per car	<u>5.56</u>
Net Loss, per car	\$ <u>5.19</u>

Internal Consumption
Shortage

Total Volume Handled

Gross Profit per Gallon

Expenses per Gallon

Net Profit per Gallon

PROFIT AND LOSS STATEMENT

12.

GASOLINE, DEPARTMENT

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales	\$ 2,804.92	100.0
Cost of Sales	<u>2,134.59</u>	<u>76.1</u>
Gross Profit	\$ 670.33	23.9
Expenses:		
Depreciation of Equipment	\$ 5.00	
Salaries	100.00	
Taxes	1.40	
Proportion General Expenses	<u>163.93</u>	
Total Expenses	\$ <u>270.33</u>	<u>9.6</u>
NET PROFIT	\$ <u>400.00</u>	<u>14.3</u>

VOLUME IN GALLONS

Sales to Suburban Transportation System	9,006.5
Sales to Other Customers	<u>6,625.0</u>
Total Sales	15,631.5
Internal Consumption	160.0
Shortage	<u>38.5</u>
Total Volume Handled	<u>15,830.0</u>

Gross Profit per Gallon	\$.0429
Expenses per Gallon	<u>.0173</u>
Net Profit per Gallon	<u>\$.0256</u>

GASOLINE, DEPARTMENT

13.

JANUARY 31, 1931

JANUARY

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Amount	% On Sales
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Sales	\$ 1,621.17	100.0
Cost of Sales	1,215.88	75.0
Gross Profit	\$ 405.29	25.0
Proportion Expenses	44.23	2.7
NET PROFIT	\$ 361.06	22.3
Number of Gallons sold	9,006.5	
Gross Profit, per Gallon	\$.0450	
Expenses, per Gallon	.0049	
Net Profit, per Gallon	\$.0401	

FORD AGENCY GARAGE, DIVISION

Sales	\$ 1,183.75	100.0
Cost of Sales	918.71	77.6
Gross Profit	\$ 265.04	22.4
Proportion Expenses	226.10	19.1
NET PROFIT	\$ 38.94	3.3
Number of Gallons Sold	6,625.0	
Gross Profit, per Gallon	\$.0400	
Expenses, per Gallon	.0341	
Net Profit, per Gallon	\$.0059	

RECONCILIATION OF GROSS PROFIT ON SALES
MONTH OF JANUARY 1931

Ethyl Gasoline:

Station Price, per Gallon			\$	.210
Cost, " "				<u>.205</u>
Gross Profit, " "			\$	<u>.005</u>
Sales	Gallons	386 @ .005	\$	1.93
Shortage	Gallons	23 @ .205		<u>4.72</u>
Loss on Ethyl Gasoline			\$	<u>2.79</u>

White Gasoline:

Station Price, per Gallon			\$	.180
Cost, " "				<u>.135</u>
Gross Profit, " "			\$	<u>.045</u>
Sales	Gallons	15,245½ @ .045	\$	686.05
Handling charge on Internal Consumption	Gallons	160 @ .045		<u>7.20</u>
			\$	693.25
Shortage	Gallons	15½ @ .135		<u>2.09</u>
Profit on White Gasoline			\$	691.16
Less loss on Ethyl Gasoline				<u>2.79</u>
Total Profit computed at Station prices			\$	688.37
Actual Gross Profit				<u>670.33</u>
Adjustment by reason of special discount Sales, Minimum guarantee, errors, etc.			\$	<u>18.04</u>

Average Gross Profit

Expenses

NET PROFIT

PROFIT AND LOSS STATEMENT

15.

LUBRICANTS, DEPARTMENT

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales	\$ 377.54	100.0
Cost of Sales	<u>234.07</u>	<u>62.0</u>
Gross Profit	\$ 143.47	38.0
Expenses:		
Depreciation of Equipment	\$ 2.00	
Insurance, Fire	.50	
Salaries	25.00	
Taxes	1.40	
Proportion General Expenses	<u>22.58</u>	
Total Expenses	\$ <u>51.48</u>	<u>13.6</u>
NET PROFIT	\$ <u>91.99</u>	<u>24.4</u>

QUANTITY SOLD

Grease	lbs	124.5
Kerosene	qts	122.5
Oils	qts	<u>1,400.5</u>
Total number of units		<u>1,647.5</u>
Average Sale Price,	per unit	\$.229
Cost of Sales	" "	<u>.142</u>
Average Gross Profit	" "	\$.087
Expenses	" "	<u>.031</u>
NET PROFIT	" "	\$ <u>.056</u>

LUBRICANTS, DEPARTMENT

16.

JANUARY 31, 1931

JANUARY

Amount	% On Sales
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SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Sales	\$ 211.35	100.0
Cost of Sales	<u>131.03</u>	<u>62.0</u>
Gross Profit	\$ 80.32	38.0
Proportion Expenses	<u>7.23</u>	<u>3.5</u>
NET PROFIT	<u>\$ 73.09</u>	<u>34.5</u>
Total Number of units	898.5	
Average Sale Price, per unit	\$.235	
Cost of Sales " "	<u>.146</u>	
Average Gross Profit " "	\$.089	
Expenses " "	<u>.008</u>	
NET PROFIT	<u>\$.081</u>	

FORD AGENCY GARAGE, DIVISION

Sales	\$ 166.19	100.0
Cost of Sales	<u>103.04</u>	<u>62.0</u>
Gross Profit	\$ 63.15	38.0
Proportion Expenses	<u>44.25</u>	<u>26.6</u>
NET PROFIT	<u>\$ 18.90</u>	<u>11.4</u>
Total Number of units	749.0	
Average Sale Price, per unit	\$.222	
Cost of Sales " "	<u>.138</u>	
Average Gross Profit " "	\$.084	
Expenses " "	<u>.059</u>	
NET PROFIT	<u>\$.025</u>	

PROFIT AND LOSS STATEMENT
PARTS AND ACCESSORIES, DEPARTMENT

17.

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Sales	\$ 1,430.44	100.0
Cost of Sales	1,125.07	78.7
Gross Profit	\$ 305.37	21.3
Expenses:		
Depreciation of Equipment	\$ 3.00	
Insurance, Fire	4.40	
Salaries	150.00	
Supplies & Miscellaneous Expenses	25.78	
Taxes	9.90	
Proportion Building Expenses	71.90	
Proportion General Expenses	82.77	
Total Expenses	\$ 347.75	24.3
NET LOSS	\$ 42.38	3.0

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Sales	\$ 835.70	100.0
Cost of Sales	667.80	80.0
Gross Profit	\$ 167.90	20.0
Proportion Expenses	93.38	11.2
NET PROFIT	\$ 74.52	8.8

FORD AGENCY GARAGE, DIVISION

Sales	\$ 594.74	100.0
Cost of Sales	457.27	77.0
Gross Profit	\$ 137.47	23.0
Proportion Expenses	254.37	42.7
NET LOSS	\$ 116.90	19.7

PARTS AND ACCESSORIES, DEPARTMENT

18.

JANUARY 31, 1931

ANALYSIS OF SALES

JANUARY	
Amount	% On Sales

Ford Parts	\$	334.18	100.0
Cost of Sales		<u>250.64</u>	<u>75.0</u>
Gross Profit	\$	<u>83.54</u>	<u>25.0</u>

Used Parts	\$	8.60	100.0
Cost of Sales		<u>4.30</u>	<u>50.0</u>
Gross Profit	\$	<u>4.30</u>	<u>50.0</u>

Tires	9	\$	61.18	100.0
Cost of Sales			<u>48.94</u>	<u>80.0</u>
Gross Profit	(\\$ 1.53)	\$	<u>12.24</u>	<u>20.0</u>

Tubes	6	\$	11.12	100.0
Cost of Sales			<u>8.90</u>	<u>80.0</u>
Gross Profit	(\\$ 0.28)	\$	<u>2.22</u>	<u>20.0</u>

Miscellaneous Merchandise		\$	1,015.36	100.0
Cost of Sales			<u>812.29</u>	<u>80.0</u>
Gross Profit		\$	<u>203.07</u>	<u>20.0</u>

Total Sales		\$	1,430.44	100.0
Cost of Sales			<u>1,125.07</u>	<u>78.7</u>
Gross Profit		\$	<u>305.37</u>	<u>21.3</u>

Ford Parts sold on Repair orders, other than S. T. S. business,		\$	<u>147.35</u>
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PROFIT AND LOSS STATEMENT

REPAIR SHOP, DEPARTMENT

JANUARY 31, 1931

19.

		JANUARY	
		Amount	% On Sales
Shop Revenue		\$ 758.28	100.0
Cost of Labor		<u>795.66</u>	<u>104.9</u>
Loss on Shop Revenue		\$ 37.38	4.9
Expenses:			
Depreciation of Equipment		\$ 30.00	
Industrial Insurance		9.69	
Insurance, Fire		.71	
Supplies & Miscellaneous Expenses		62.99	
Taxes		10.56	
Proportion Building Expenses		119.83	
Proportion General Expenses		<u>47.02</u>	
Total Expenses		\$ <u>280.80</u>	<u>37.1</u>
NET LOSS		\$ <u>318.18</u>	<u>42.0</u>
Total Direct Labor Hours		884.0	
Average Cost of labor,	per hour	\$.900	
Repair Shop Expenses	" "	<u>.317</u>	
Average Cost of Shop Revenue	" "	\$ <u>1.217</u>	

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Shop Revenue	\$ 402.95	100.0
Cost of Labor	<u>422.83</u>	<u>104.9</u>
Loss on Shop Revenue	\$ 19.88	4.9
Proportion Expenses	<u>115.15</u>	<u>28.6</u>
NET LOSS	\$ <u>135.03</u>	<u>33.5</u>

FORD AGENCY GARAGE, DIVISION

Shop Revenue	\$ 355.33	100.0
Cost of Labor	<u>372.83</u>	<u>104.9</u>
Loss on Shop Revenue	\$ 17.50	4.9
Proportion Expenses	<u>165.65</u>	<u>46.6</u>
NET LOSS	\$ <u>183.15</u>	<u>51.5</u>

PROFIT AND LOSS STATEMENT

20.

GARAGE SERVICE, DEPARTMENT
JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Garage Service Revenues	\$ 1,279.51	100.0
Cost of Direct Labor	<u>797.70</u>	<u>62.4</u>
Gross Profit	\$ 481.81	37.6
Expenses:		
Depreciation of Equipment	\$ 20.00	
Insurance, Fire	.30	
Insurance, Industrial	12.34	
Rent of Storage Space	10.00	
Supplies and Miscellaneous Expenses	51.76	
Taxes	3.52	
Proportion Building Expenses	239.67	
Proportion General Expenses	<u>54.22</u>	
Total Expenses	\$ <u>391.81</u>	<u>30.6</u>
NET PROFIT	\$ <u>90.00</u>	<u>7.0</u>

ANALYSIS OF SALES

Battery Service Revenue	\$ 25.75	4.4
Storage "	270.75	46.2
Washing "	8.00	1.4
Miscellaneous "	<u>281.01</u>	<u>48.0</u>
Total	\$ 585.51	100.0
Cost of Direct Labor	<u>256.01</u>	<u>43.7</u>
Gross Profit	\$ <u>329.50</u>	<u>56.3</u>
Stage Service Revenue	\$ 694.00	100.0
Cost of Direct Labor	<u>541.69</u>	<u>78.1</u>
Gross Profit	\$ <u>152.31</u>	<u>21.9</u>
Total Garage Service Revenue	\$ 1,279.51	100.0
Cost of Direct Labor	<u>797.70</u>	<u>62.4</u>
Gross Profit	\$ <u>481.81</u>	<u>37.6</u>

DIRECT LABOR HOURS

Stage Service	hours	927.2
Average Cost of Labor,	per hour	\$.584
Miscellaneous Service	Hours	420.1
Average Cost of Labor,	per hour	\$.610
Total direct labor hours		1,347.3
Average Cost of Labor,	per hour	\$.592
Garage Service Expenses,	per hour	.291
Average Cost of Garage Service Revenue,	per hour	.883
Average Garage Service Revenue,	per hour	.950
Average Gross Profit on Garage Service Revenue,		.067
per hour		

GARAGE SERVICE, DEPARTMENT
JANUARY 31, 1931

21.

JANUARY	
Amount	% On Sales

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Stage Service Revenue	19 @ \$35.00	\$ 665.00	66.3
Storage Revenue	18 @ \$10.00	180.00	18.0
Miscellaneous Service Revenue		<u>157.12</u>	<u>15.7</u>
Total Revenue		\$1,002.12	100.0
Cost of Direct Labor:			
Stage Service		\$ 518.78	51.8
Miscellaneous Service		<u>143.12</u>	<u>14.3</u>
Total Cost of Direct Labor		\$ 661.90	66.1
Gross Profit		\$ 340.22	33.9
Proportion Expenses		<u>189.18</u>	<u>18.9</u>
NET PROFIT		<u>\$ 151.04</u>	<u>15.0</u>

FORD AGENCY GARAGE, DIVISION

Battery Service Revenues	17	\$ 25.75	9.3
Storage	"	90.75	32.7
Washing	"	8.00	2.9
Stage Service, Other than S. T. S.	5	29.00	10.4
Miscellaneous Service		<u>123.89</u>	<u>44.7</u>
Total Revenue		\$ 277.39	100.0
Cost of Direct Labor		<u>135.80</u>	<u>48.8</u>
Gross Profit		\$ 141.59	51.2
Proportion Expenses		<u>202.63</u>	<u>73.2</u>
NET LOSS		<u>\$ 61.04</u>	<u>22.0</u>

PROFIT AND LOSS STATEMENT

22.

TAXI SERVICE, DEPARTMENT

JANUARY 31, 1931

	JANUARY	
	Amount	% On Sales
Revenue	\$ 38.35	100.0
Cost of Labor	<u>9.18</u>	<u>24.0</u>
Gross Profit	\$ 29.17	76.0
Expenses:		
Depreciation of Equipment	\$ 5.00	
Licenses	3.39	
Supplies and Miscellaneous Expenses	7.27	
Taxes	.35	
Proportion General Expenses	<u>3.09</u>	
Total Expenses	\$ 19.10	49.8
NET PROFIT	\$ <u>10.07</u>	<u>26.2</u>
Mileage	xxx.x	
Gross Revenue, per mile	\$.xxx	
Hours in Service	15.7	
Cost of Labor, per hour	\$.585	

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Revenue	\$ 9.90	100.0
Cost of Labor	<u>2.36</u>	<u>23.8</u>
Gross Profit	\$ 7.54	76.2
Proportion Expenses	<u>2.09</u>	<u>21.1</u>
NET PROFIT	\$ <u>5.45</u>	<u>55.1</u>

FORD AGENCY GARAGE, DIVISION

Revenue	\$ 28.45	100.0
Cost of Labor	<u>6.82</u>	<u>24.0</u>
Gross Profit	\$ 21.63	76.0
Proportion Expenses	<u>17.01</u>	<u>59.8</u>
NET PROFIT	\$ <u>4.62</u>	<u>16.2</u>

PROFIT AND LOSS STATEMENT
WRECKER SERVICE, DEPARTMENT
JANUARY 31, 1931

23.

	JANUARY	
	Amount	% On Sales
Revenue	\$ 41.70	100.0
Cost of Labor	<u>7.57</u>	<u>18.3</u>
Gross Profit	34.13	81.7
Expenses:		
Depreciation of Equipment	25.00	
Licenses	1.95	
Supplies and Miscellaneous Expenses	9.13	
Taxes	2.80	
Proportion General Expenses	<u>3.55</u>	
Total Expenses	\$ <u>42.43</u>	<u>101.5</u>
NET LOSS	\$ <u>8.30</u>	<u>19.8</u>
Mileage,	xx.x	
Gross Revenue, per mile	\$.xxx	
Hours in Service (S. T. S. excluded)	11.3	
Cost of Labor, per hour	\$.670	

SUBURBAN TRANSPORTATION SYSTEM, DIVISION

Revenue (Labor Excluded)	\$ 11.20	100.0
Proportion Expenses	<u>10.85</u>	<u>96.9</u>
NET PROFIT	\$ <u>.35</u>	<u>3.1</u>
Mileage	56.0	
Gross Revenue, per mile	\$.200	

FORD AGENCY GARAGE, DIVISION

Revenue	\$ 30.50	100.0
Cost of Labor	<u>7.57</u>	<u>25.0</u>
Gross Profit	\$ 22.93	75.0
Proportion Expenses	<u>31.58</u>	<u>103.4</u>
NET LOSS	\$ <u>8.65</u>	<u>28.4</u>
Mileage	xx.x	
Gross Revenue, per mile	\$.xxx	